

Goal 6. U.S. Department of Education Capacity: Improve the organizational capacities of the Department to implement this Strategic Plan.

Overview

The Department must retool its organizational capabilities and areas of expertise. In particular, transforming the Department means developing a new approach to grants management that better supports grantees in achieving their educational goals, while also continuing to hold grantees accountable for meeting financial requirements and legal obligations.

To do so, the Department will continue to:

- build the skills and knowledge of its workforce, and rethink how it monitors and intervenes with high-risk grantees;
- enhance workforce productivity through information technology and performance management;
- recruit a diverse workforce that reflects the diversity of our students in public schools; and
- transform the way the Department interacts on a day-to-day basis with states, districts, institutions of higher education, and other grantees across the country.

The results of this transformation will be demonstrated by improved performance results, increased stakeholder collaboration, and higher satisfaction among employees.

Goal 6: Details

U.S. Department of Education Capacity Indicators of Success	Results				
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
	Actual	Actual	Actual	Actual	Actual
6.A. Increase in the Department's rank in the report on the Best Places to Work (BPTW) in the Federal Government	28 out of 30	NA	27 out of 30	30 out of 32	29 out of 33
6.B. Increase in the percentage of Department's positive responses that the Department receives on the Talent Management measure in the Federal Viewpoint Survey	NA	58%	54%	54%	58%
6.C. Increase in the percentage of positive responses that the Department receives on the Performance Culture measure in the Federal Viewpoint Survey	49%	52%	50%	52%	53%
6.D. Increase in the percentage of Department programs that use a risk index and corresponding solutions for identifying and mitigating grantee risk	NA	NA	NA	NA	Estab. BL
6.E. Increase in the percentage of states and other grantees reporting satisfaction with support provided by the Department	CSI: 63	CSI: 65	CSI: 68	CSI: 72	CSI: 72
6.F. Increase in the availability of data related to student access to resources and opportunities to succeed, such as disaggregated student access to college- and career-ready math and science courses; disparate discipline rates, school-based arrests, and referrals to law enforcement; and school-level expenditures	NA	NA	NA	NA	Estab. BL

CSI = Customer Satisfaction Index

NA = No data available for the period

Sources:

- 6.A.** Best Places to Work Survey (<http://bestplacetowork.org/BPTW/rankings/>)
- 6.B.** Federal Viewpoint Survey
- 6.C.** Federal Viewpoint Survey
- 6.D.** U.S. Department of Education, Risk Management Service
- 6.E.** Overall score on the Department's annual Grantee Satisfaction survey
- 6.F.** U.S. Department of Education, Civil Rights Data Collection

Explanation and Analysis of Progress: Data from measure 6A are from a non-federal source. Measures 6D and 6F will establish a baseline using FY 2011 data. Measures 6A, 6B, 6C, and 6E have existing data prior to FY 2011. Data for all other measures are collected and reported by the Department.

Human capital initiatives require support from the Department's supervisors, managers, and senior leaders, as well as updates to internal policies. In addition, the Department will need a stronger, sustained commitment to meaningful professional development and succession planning programs, and implementation of new technology to support improved collaboration among staff. Maximizing the impact of the Department's human capital and funding resources is limited by several factors, including the need for timely data for analysis.

Risk is inherent in the grants management process; risk is greater in areas of innovation, where there are fewer precedents, proven strategies, or track records upon which to draw in the assessment and management of risk; and data limitations also can impede the Department's efforts in managing risk.